

Human Resource Management - Payroll Management - Selected Text Responses

Please list up to five strengths of your current business processes for payroll.		Response Percent	Response Total
1.			32
	Accuracy of data submitted by Human Resources		
	It gets the job done.		
	Fast		
	centralized timekeeping		
	in depth pre cert audit of all transactions		
	KRONOS reports make it easy to process payroll		
	Automated timekeeping system ensures efficient & accurate calculation of exceptions to regular payments, such as OT, shift differential, LWOP, VSDP, W/C, on-call, etc.		
	n/a		
	CIPPS will not allow an employee to be overpaid		
	Segregation of duties for audit purposes		
	Process Payroll from one central location		
	direct deposit feature		
	Use of payroll service bureau- a second set of controls; backups		
	Human Resources function is separated from payroll.		
	Currently in process of outsourcing to DOA payroll service bureau		
	Immediate leave tracking capabilities to anticipate LWOP situations.		
	Efficient		
	checks and balances in place		
	Check and balances by recalculating timesheets		
	DOA PSB processes our classified and wage payrolls		
	Required written authorization for changes/updates		
	competence /experience of payroll staff		
	Pre and post certification of amounts of each unit by pay period.		
	Payroll is processed by Payroll Services Bureau		
	KRONOS		
	Paychecks are processed by Dept. of Treasury		
	FMS also does hired equipment, inmates, labor, rentals.		
	Central IT support for CIPPS (stability)		
	Internal Controls		
	documentation for all transactions		
	Documented procedures and processess are provided (CAPP Manual)		
	All wage employee time sheets are processed at the District office		

2.			26
	Overtime reporting		
	Accurate		
	cross-training		
	able to identify errors prior to pre-cert audit for certification		
	Ability to configure automated timekeeping system locally allows us to adjust payroll process to meet changing HR needs. Example, new special rate for unit 1 to address retention.		
	n/a		
	CIPPS interfaces with CARS		
	Team cooperation		
	Excel Spreadsheet calculates to balance w/CIPPS		
	automated process		
	Levels of authorizations are required to change payroll masterfiles.		
	Personalized customer service to answer employee questions concerning pay		
	Cost Effective		
	Verification of information on timesheets		
	checks and balances are in place - HR submits changes, DOA processes, and DPOR finance certifies		
	Computer security		
	automated time keeping (no paper timesheets)		
	Excel spreadsheets to reconcile each payroll - all totals to employee masterfile.		
	Tax staff time related to payroll is very minimal		
	EXCEL		
	W-2's are generated by Dept. of Accounts		
	On-line edits for coding, leave approvals, etc.		
	Very strong written documentation on policy and procedures		
	Review and verification		
	cooperation with HR Unit		
	Communications of updates and schedules provided to agencies on a regular basis		
3.			19
	Accuracy and timely submission of time sheets		
	Customer Friendly		
	knowledgeable personnel		
	Automated timekeeping system has scheduling module that improves managements ability to level staff coverage, ensure 24/7 coverage meets minimums, monitor coverage during snow emergencies, reallocate resources (employees) to meet agency needs		
	n/a		
	Verification between payroll and human resources		

	Separation of duties to ensure integrity of data.		
	Ability to make immediate changes based on employee communications (e-mail, phone calls) in benefits, optional deductions, ect.		
	Responsive		
	Approval of timesheets by cost code managers		
	Security in check distribution		
	accuracy of information		
	Reconcile by payperiod, quarter, and YTD on W-2 excel control report.		
	REPORT LINE		
	DOA quarterly prepares and submits tax refunds to IRS		
	Automated routing for approval of leave, timesheets		
	Automated distribution to G/L (CARS)		
	Eliminates calculation errors		
	follow up with HR regarding transactions		
4.			16
	variance report from finds download (PAT)		
	leave entered into Kronos updates leave balances and provides complete timesheet without duplicate entry		
	n/a		
	Good employee communications		
	Re-assessment of processes, making recommendations for improvement.		
	Timely VSDP processing		
	Good Customer Service		
	Verification with Human Resources on all documentation		
	Monthly reconciliations		
	all time recorded edited to FLSA requirements		
	Payroll Accountant reviews payroll tech on CIPPS changes.		
	CIPPS		
	Employee can view paystubs online using payline		
	Data entered goes to multiple systems, applications		
	Segregation of Duties		
	reviewing entries prior to certification		
5.			11
	Access Database (calculating ot/st, shift, wage)		
	n/a		
	99% of employees are paid correctly and on the pay date.		
	One staff is cross-trained in all functions, providing assistance were needed.		
	Ability of CARS to be uploaded to our internal budgeting system and drawdown system for payroll		

	Reliable		
	Post payroll reconciliation		
	HR has access to payrolls for review		
	PAYLINE		
	third party company payments are processed electronically		
	Wide variety of reports available for all levels of users		
Total # of respondents 35 . Statistics based on 32 respondents; 0 filtered; 3 skipped.			

Please list up to five opportunities for improvement in your current business processes for payroll.		Response Percent	Response Total
1.			32
	Automation of time sheets		
	Replace CIPPS and PMIS with a fully integrated Payroll / Personnel system.		
	N/A		
	better communication between unum provident & MCI		
	One system, relieving agencies of double entry for personnel transaction CIPPS/PMIS		
	More efficient CIPPS system		
	For Commonwealth pay periods to coincide with workweeks.		
	n/a		
	It would be helpful to have an edit in CIPPS to catch when and employee is underpaid		
	Ability for the agency to input data would increase efficiency		
	Need more staffing		
	to have state payroll system talk to other systems (ie., leave)		
	Match leave reporting time frame to pay periods		
	Elimination of day of certification input		
	Need to refine process of what review is done in house. Are still in the early stage of outsourcing to DOA PR service bureau.		
	None Recommended		
	make the process less labor intensive		
	An inhouse payroll software system interfacing CIPPS		
	For classified payroll, change the payperiod structure to something that is easier to understand and remember.		
	Reduced volume of transactions each tech. processes		
	single employee master file for HR, Payroll, and T&L		
	Oracle Ttime and Labor - Pay wage employees/task 1500 wage hours		
	PAT (Payroll Auditing Tool) should be more user friendly and should be able to produce reports in Word or Excel format		
	KRONOS TO CIPPS AUTOMATION		
	Improve reporting of attendance summary leave system		
	Queries		
	better coordination with human resources information		
	Salary authorizations from Personnel should systematically drive payroll transactions (no double keying).		
	more electronic submission		
	deleting sections on cipps screens that are not used.		
	Electronic distribution of W-2's and W-2 history maintained in Payline		

	LWOP link from the CIPPS leave to payroll system		
2.			21
	Simplification of new hire data entry requirements		
	prompt approval on VSDP		
	CIPPS sand KRONOS compatibility		
	Ability to interface timekeeping system data to CIPPS		
	n/a		
	Leave processing is cumbersome and current system lacks potential data entry editing controls		
	Need trainers that address agency specific issues		
	Elimination of mailing checks		
	remove some duplication of efforts		
	Recognition of electronic signatures		
	For classified payroll, eliminate the lagtime paycycles.		
	Improved communication between timekeeper,HR,Payroll		
	ability to report real time leave balances		
	More user friendly reports--cipps changes report is not user friendly.		
	Replace CIPPS with a more user friendly system		
	REPORTLINE DOWNLOAD TO CD DISK		
	Automate processing of wage employee timesheets		
	Reconciliation		
	Provide user-friendly report writer capability		
	Expand usage of EDI for deductions utilized frequently by most agencies such as association dues, student loans, IRS, Va Dept of Taxation, bankruptcy, and out of state child support orders		
	Communication from Central Payroll to District on any adjustments to normal paychecks		
3.			16
	Make more user friendly		
	improved error messages in CIPPS		
	Interface from HR system to PR system		
	n/a		
	CIPPS is inefficient and not user friendly--does not allow for input and retrieval or manipulation of data		
	Need more cross-training		
	Two people working on check distribution in oppose to one.		
	State interface of the payroll and human resource function		
	Internally, eliminate unnecessary duplicate copies		
	Improved audit processes		
	CIPPS is not user friendly		

	PAYROLL CD DISK LIBRARY (AUDIT)		
	No duplicate keying of employees in CIPPS & PMIS		
	Download detail information from CIPPS		
	Project and labor distribution		
	Expand utilization of deductions codes so it reflects the actual deduction being withheld from the employee's paycheck. For example, bankruptcy and tax lien deductions are reflected as a garnishment on the employee's paycheck		
4.			12
	standardization of policy for exempt/non exempt		
	While lag pay has helped; the ability to have the pay period complete several days prior to certification would be beneficial.		
	n/a		
	Cipps needs to be fully integrated with PMIS and CARS		
	100% Cross Training (reconciliations and payments)		
	The partial pay lag initiative has made it difficult for employees to understand payday cycles. The state should consider lag pay for an entire pay period.		
	More frequent training from DOA		
	short term disability and worker's comp payment process is arduous and inefficient		
	TRACK LEAVE TAKEN IN KRONOS		
	Capability to view payroll reports online instead of hardcopy		
	Moving and relocation process		
	Training opportunities for the payroll and leave system provided infrequently		
5.			6
	CIPPS could be more user friendly and should be real time		
	n/a		
	Leave reporting needs to be changed back to correspond with then pay date on the pay check		
	Bi-weekly payroll processing should be considered.		
	More automated interactive participation with employees regarding compensation changes		
	Electronic approval of pay documents		
Total # of respondents 35. Statistics based on 32 respondents; 0 filtered; 3 skipped.			

Please identify up to five attributes, features, and/or characteristics you wish for in an ideal payroll process.		Response Percent	Response Total
1.			33
	Less data entry/front end time		
	Automated timesheets with significant edit checks that feed the payroll system using workflows and electronic signatures.		
	N/A		
	26 pays (every other Friday)		
	One system for payroll and personnel		
	More shift differential fields in CIPPS		
	Dependability (system must be available)		
	n/a		
	An interface between PMIS and CIPPS would be good		
	Accuracy		
	Cross-Training for backup purposes		
	Same as item #1 in question 14		
	Interfact with PMIS and BES		
	100% Payline participation, opting out of Earning Notices		
	Automated checks and balances to address internal control concerns.		
	Truly integrated personnel/payroll process		
	See 14 above		
	ease of use		
	State interface of the payroll/human resources function		
	Simplified pay period schedule/timeframes		
	Interface of PMIS & CIPPS		
	shared employee master file between PR, HR, and T&L		
	Integration with HR and benefits		
	Ability to download payroll information from FINDS for the entire fiscal year		
	AUTOMATION - NO KEYING		
	Employee can update personnel information online		
	One point of data entry with front end edits		
	Please see items identified in question # 15.		
	Overall satisfied		
	intergration with PMIS and CIPPS		
	Workability ...including ease of use		
	A "Windows" environment		
	Transmission of overtime and wage hours electronically versus paper		
2.			24

	Simplification of the process		
	Increased and enhanced data edit checks.		
	Interface of timekeeping/payroll		
	Enhanced Payroll and Policy Procedures		
	Flexibility (system must be easily reconfigured to meet changing agency needs)		
	n/a		
	Ease of use - i.e. user-friendly system		
	Timely receipt of data input		
	Match leave reporting time frames to pay periods		
	VSDP managed by CORE (100%); provide agency w/salary info		
	Automated interface between HR and payroll.		
	Provides for personalized customer service to employees.		
	interface with timekeeping system		
	Complete electronic submission of all payroll data		
	Have third party administrator pay VSDP and WC benefits		
	eliminate duplicate keying in HR and payroll		
	Ability to process payrolls as needed (for items that were previously keyed wrong or underpaid)		
	LEAVE TO INTERFACE WITH KRONOS		
	Employee can make tax withholding changes online		
	Integrated personnel / payroll system		
	Could make CIPPS more user friendly		
	Intuitive		
	Combined systems for HR, Payroll, Leave, and Accounting to eliminate duplication of processes		
	Links from CARS, CIPPS leave, and other systems to the payroll system		
3.			18
	User friendly system that does not require the user to remember arcane mainframe commands, codes, and keystrokes.		
	Interface with timekeeping, HR, payroll and financial management systems		
	n/a		
	Ad hoc reporting - ability to extract and manipulate data		
	Complete Data input		
	Time and leave systems that feed payroll		
	The linking of PMIS and CIPPS (instant edits/checks & balances)		
	User friendly/intuitive/logical input process and reporting.		
	Ease of coding when fund sources change.		
	web based		
	Imaging of all payroll data if not electronic		

	Windows/Web based payroll system		
	calculation of VSDP		
	Replace CIPPS with a web based system that is more user friendly		
	BI-WEEKLY PAYROLL PROCESS, BETTER TIME KEEPING		
	Direct deposit for all DMV employees		
	System calculations where appropriate		
	On-line help in conjunction with...		
4.			13
	Controlled user updating of applicable fields.		
	Tools to audit exceptions and compare changes		
	n/a		
	Data entry edit checks and controls		
	Audit checks for deferred comp. & FICA withholding		
	On-line acceptance of VA-4, W4, Deferred Comp, Banking with security features		
	System that could perform calculations for VSDP,WC,etc that are now performed manually		
	auto calculation of mid payperiod adjustments		
	Ability to key wage timesheets into an automated system once that would automatically process the wage payroll		
	PAY EMPLOYEE HOURS WORKED SO OT IS PAID AS EARNED		
	Stop generating paystubs and utilize payline		
	Ease of use by multiple levels of operators		
	...edits & traps		
5.			10
	Payroll interacts with personnel modules and reverse. The same interaction with the accounting system.		
	Flexible reporting and the ability in import/export data easily		
	n/a		
	Automated comparison reports like the payroll auditing tool		
	Healthcare to be managed 100% by DOA		
	Ability to access archived payroll information online		
	BETTER TRACKING FOR PT HOURS		
	Process electronic checks for third party vendors		
	Report utility and ability to create ad hoc reports		
	Simplicity		

Total # of respondents 35. Statistics based on 33 respondents; 0 filtered; 2 skipped.

From your perspective, please list the top five components of the current systems that work especially well.		Response Percent	Response Total
1.			22
	Accurate		
	Accurate		
	CIPPS edit reports		
	Calculation of taxes in CIPPS system		
	automated timekeeping system with scheduling, leave, labor transfers, labor management, flexible reporting & import/export components		
	n/a		
	The system interfaces with CARS		
	Payroll auditing tool (PAT)		
	excel control worksheet that balances to CIPPS		
	On-line availability; limited down-time		
	Edit capabilities		
	The working relationship with DOA PSB (I think this is especially important to make it all work and with individual personalities involved this may not always be positive, but for as long as I have been here, it has been very positive)		
	Good exception reports from CIPPS to identify potenial errors		
	Oracle SST/projects integration		
	CIPPS is reliable - we receive a paycheck every payperiod		
	KRONOS TIMEKEEPING		
	Real time updates to employee records		
	Information is available timely / accurately		
	Basic time & attendance		
	Reports		
	PAT		
	The ability to obtain payroll and leave information via web including historical data		
2.			17
	Quick Response Time on inputs		
	KRONOS edit reports		
	Menue link in CIPPS		
	automated timekeeping system is configured locally to meet agency's needs		
	n/a		
	CIPPS/FINDS download		
	Remote printing		
	Online tax calculations		
	Payline is a user friendly system		
	Reportline/Payline		

	oracle-hr integration		
	PAYLINE		
	Tax estimations for changes in withholding		
	Hired equipment, rental, inmate labor also use process (can set default timesheets)		
	CARS programmatic distribution		
	payroll supv is very knowledgeable on CIPPS system		
	The ability to download payroll and leave information in order to create spreadsheets for reporting, review, and meet individual business needs		
3.			14
	Very detailed		
	PAYLINE		
	timekeeping system is on-line, real time.		
	n/a		
	Payline masking tool (prevents dependency on CIPPS screens)		
	Payline		
	Detail reports		
	Payline security masking feature which allows me to assist my employees much faster.		
	Accessability to PMIS via internet		
	Excel		
	REPORTLINE		
	Calculation of gross to net pay reports		
	On-line edits reduce opportunity for error.		
	Edits and reports detailing data keyed that enables review of payroll and identifies potential errors		
4.			7
	REPORTLINE		
	n/a		
	Availability of technical assistance when needed		
	Opportunity of opting out of receiving direct deposit notices		
	CAPP MANUAL		
	Automation of healthcare reconciliations		
	Ability to track cost by project, cost center, contract, etc.		
5.			7
	FINDS DOWNLOAD		
	n/a		
	Centralization of tax preparation		
	CIPPS-linking of screens when establishing a new pay record		
	CIPPS FOR LOOKING UP INFORMATION		

	Leave accumulation screens and reports		
	Provides system of record - no paper timesheets required		
Total # of respondents 35 . Statistics based on 22 respondents; 0 filtered; 13 skipped.			

From your perspective, please identify the components that have significant limitations or require significant manual effort.		Response Percent	Response Total
			26
	Manual time sheets		
	Data entry is extremely labor intensive and it does not have to be so.		
	Introduction of VSDP has complicated the payroll process particularly in meeting deadlines.		
	VSDP & WORKER'S COMP REQUIRE SIGNIFICANT MANUAL EFFORT DUE TO TIMING OF APPROVALS. DELAY OF APPROVALS CREATE CORRECTIONS OF SIGNIFICANT TIME PERIODS.		
	Not having one system inclusive of all personnel information		
	IN CIPPS the non-auto field needs to be modified. There should be more fields in the shift differentials.		
	n/a		
	CIPPS is not user-friendly, it is cumbersome to request screens (by name), and there is no ability to produce ad hoc reports. A more friendly windows GUI application would reduce processing time.		
	VEC reporting, Workers Comp., garnishments & liens, p14 time-sheets, and VRS reporting		
	do not possess enough knowledge of system		
	VSDP Calculations are very time consuming and changes are not always received timely from CORE. Calculations are done every payperiod and are subject to the employees' changing situation. An AUTOMATIC PROCESS needs to be developed		
	CIPPS is very difficult to understand both in update process and reports. Takes a significant amount of training and experience to understand CIPPS.		
	Too many CIPPS screens Too much paperwork Next day updates instead of real time updates		
	Numerous copies made for internal Agency records		
	Performing calculations for VSDP, VSDP/WC and partial pays. Performing retro active VSDP and VSDP/WC payments to reclassify payment types in the employees' earnings record. Having to over-ride system for full retirement benefits for VSDP payments. Lack of interface between PMIS & CIPPS.		
	Oracle projects produces wage time sheets for the P/R Office to pay employees, however, a manual process has to be performed for any overtime hours worked. Manual process also to compare hours worked by wage employees from one pay period to the next to verify whether there is OT hours. Manual processes needed to input batch transaction information.		
	The Certification process requires a lot of manual effort and requires the employee to "toggle" between screens before they can certify the agency payroll. The process should be more user friendly.		
	KEYING OF PAYROLL IS 100% MANUAL WORKING TO HAVE IT INTERFACE WITH KRONOS TO CIPPS. LEAVE NEEDS TO INTERFACE WITH KRONOS SO PAYROLL SHOWS WHEN LEAVE IS USED.		

	1. Retroactive salary adjustments in CIPPS 2. Verification of wage hours using FINDS in first name order instead of last name order.		
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	Benefit processing, LWOP, retro pay, worker's compensation, VSDP, military pay processing, data sensitivity of payroll and personnel transactions. With payroll, transactions can only be processed during the current pay cycle, not future dated.		
	VSDP information flow		
	CIPPS/PMIS Compare report LEAVE process is mostly manual and work intensive; should be electronic submitted and uploaded.		
	When Cipps was recently upgraded on some screens you now have to remember to tab to the next location starting a new line.		
	Navigation through multiple screens to process new hires, terminations, and deductions. Limitation on programmatic screen to isolate data and produce mass transactions for code changes.		
	Notification of LWOP from leave reporting slips to payroll office. Project, cost, program coding of employee work assignment changes.		
Total # of respondents 35 . Statistics based on 26 respondents; 0 filtered; 9 skipped.			

Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.		Response Percent	Response Total
			27
	No		
	CAPP Manual CIPPS Topics		
	none		
	NONE		
	There are none		
	n/a		
	no		
	IRS And Labor Laws and regulations		
	No		
	None to my knowledge		
	Not Known		
	None that we're aware.		
	No		
	None except DPOR's agreement with DOA Payroll Service Bureau		
	No.		
	Fair Labor Standards Act Virginia Personnel Act		
	N/A		
	N/A		
	NONE TO MY KNOWLEDGE		
	no		
	No		
	Federally reimbursable costs must be identifiable as to cost center, project, etc., and by type of work performed in order to meet FHWA, FAR requirements. MANDATORY.		
	See IRS Circular E and CAPP Manual regulations		
	Competitive offer in the compensation reform policy is causing increased turnover, thereby causing the loss of valuable knowledge due to inadequencies in the present system.		
	None known.		
	Yes, the Code of Virginia Section 40.1-29 requires that we provide a paper earnings notice (pay stub) if the employee requests it; further, the law permits employees to chose the medium by which they are paid. Since we cannot legally require employees to have direct deposit, we cannot require them to elect payline (paperless pay stub).		
	Do not know of any		

Total # of respondents 35. Statistics based on 27 respondents; 0 filtered; 8 skipped.

If you have any other concerns or comments about this functional area, please include them here.		Response Percent	Response Total
			20
	A new Intergrated Personnel and Payroll System would be most welcome.		
	none		
	<p>While lag pay has greatly reduced the number of corrections to pay checks, it would be desirable to have several days to process payroll after the pay period ends before certification to generate checks. This is particularly true in an organization with 24/7; shift work and considerable overtime & compensatory leave compensation.</p> <p>Pay periods need to coincide with workweeks. The splitting of workweeks across pay periods creates unnecessary complications in payroll calculations and is confusing to the employee. Try explaining to staff why the extra shift they worked on Monday, 8/8 was not paid with the OT for the PPE on 8/10, because the workweek ended in the PPE 8/24. As OT is paid a pay period behind (lag pay issue), the extra hours worked on 8/18, the employee see as OT on 9/16/05.</p> <p>The calculation of a termed employee's last hours is complicated as the hourly rate varies based upon the number of workdays in a pay period. Our pay periods range from 10 workdays to 12 workdays depending on the calendar. As is true for LWOP calculations as that rate changes also based upon the number of workdays in the pay period (this truly confuses the staff).</p> <p>Some consideration may be given to bi-weekly payroll processing, which has it's own issues, health insurance deductions (so 2 pay periods a year, you get a little extra in your check), two more check writes a year, annual leave accruals are impacted. There are no easy solutions, but for agency that are operating 24 hours a day, 7 days a week, 365 days a year the current process has limitations.</p> <p>VSDP is a wonderful benefit for State employees. However in some cases, it works against tenured employees. We have experienced several cases where new hires go out under VSDP and tenured employees have had to pull double shifts and work extra hours for months to cover for an employee who has only been with the Commonwealth for a short period. While it would seem the simple solution is to hire a wage employee to cover for the new hire until they return to work, there is no funding to pay the wage employees as the funds are being used to pay the new hire's short-term disability.</p> <p>In the local 5 state-region, common business practice is for short-term disability benefits to be provided once an employee successfully completes probation, usually one year. Long-term disability benefits are often not provided until the employee is vested in the organization's retirement system (frequently 5-years after hire). Overall VSDP is a valuable benefit to State employees.</p>		
	n/a		
	<p>Since our agency is required to use the Payroll Services Bureau, we believe maintaining our own payroll processes in-house would provide us with more reliable and accurate results and less administrative paper processing. The concept of a service bureau is a good one; however, it is exteremly inefficient since the Library must monitor all input very closely and verify all information. Even though we forfeited the MEL for our position as well as the funding for salary, we expend as</p>		

	much time in processing our payroll with less accuracy.		
	DMA has been paying thousands of scarce taxpayer dollars to DOA for the Development of IHRS. We have not seen nor heard any news about what we are buying with this payment. I am sure with the new enterprise approach vapor ware (IHRIS) will no longer be charged back to the agencies.		
	No		
	N/A		
	None		
	Please note that the FTE's listed in question 9 are for the same individuals in the Time and Labor Distribution Survey. DCR has 2 full time FTE and one P-14 position dedicated to all payroll functions.		
	IHRIS or a similar system is needed		
	Real-time user friendly processes.		
	Employee/payroll data screens that are electronically linked for processing employee data with adequate prompts for information.		
	Currently the Payroll Services Bureau operated by the Department of Account processes the payroll for the department of Taxation. Also, the Commonwealth would benefit if other agencies were to have the Payroll Services Bureau process their payroll.		
	none		
	Federally reimbursable costs must be identifiable as to cost center, project, etc., and by type of work performed in order to meet FHWA, FAR requirements. MANDATORY. Please note, on questions asking for frequency data such as daily, weekly, ect. the tool edits would not accept text responses (only numbers). If additional data is needed, please advise. FTE data for question 10 relates to changes to employee payroll records, filing, miscellaneous calculations on special pay, payroll/benefit reconciliations, and payroll certifications.		
	Note that FTE estimates used in this survey are based upon decentralized leave and time & attendance processing in approximately 50 offices statewide.		
	the biggest problem is the lack of intergration between systems, CARS< PMIS< CIPPS, and the lack of electronic submission. We have a tremendous amount of paper, that could be reduced.		
	Overall Caveat - DFP has an MOU with DHRM for most services/interface with DOA-Payrol Svcs Bureau. A small agency, DFP utilizes the Exec. Dir's. Secy. (...an FTE)as P/T Payroll Clerk (#8) #1 - We only use the DHRM produced annual processing calendar whereby there are teo slightly non-aligned pay Pds. for FTEs vs P14s #9 - No mother automation than statewide applications		
	I Have had problems dealing with the Third party administrator with employee deductions.		
	The service fee charged to the Va Tobacco and Settlement Foundation includes all accounting and administrative costs. The frequency notates for Time & Effort Reporting is semi-monthly.		
	The survey completed based on changing the word Agency to District in all questions.		
Total # of respondents 35 . Statistics based on 20 respondents; 0 filtered; 15 skipped.			